

PROTEUS

Newsletter of THE INSTITUTE

vol.1 no.1, Fall 1973

A Niche in Time

- Jon Schwartz

Proteus: the Institute newsletter is a new forum of ideas. It is imbued with a realistic acceptance and positive orientation towards the process of change. It exists first and foremost to provide the Institute membership and community a means of communicating in a formal sense the ideas, programs and problems encountered in helping, as Fred D'Ignazio states in his article, "people [to] better shape and control their future." Like its namesake, who was an adept at change, *Proteus* is capable of responding positively to feedback from its environment, modifying itself as necessary. There will be regular reports on Institute projects such as the Media Future Options Project and the far-ranging Century 3 Communities Program. In each issue we hope to publish several articles exploring a particular theme. This first issue is aimed at the subject of community, its problems and potentials. There will be space for readers to discuss their views of the themes which are dealt with (and those that are not!), to interact with and give continuity to the flow of ideas. We will keep you informed of other activities in the field of futurism and change. While we welcome contributions from anyone, Institute members are encouraged most strongly to write articles, suggest themes, and start regular columns concerning their particular interests in the broad field of Institute endeavor. In this first issue the Institute Organizers have borne the brunt of writing, but we anticipate a steadily growing flow of contributions from the entire Institute on such subjects as education, international relations, com-

(to page 2)

CONTENTS

Page Item

- 1 "A Niche in Time" - The editor, Jon Schwartz, introduces *Proteus* and speaks to the theme of this issue, community. Jon questions the right of modern social structures to be called communities.
- 3 "Applied Futurism: Information Technology" - Fred D'Ignazio calls for futurism and its techniques to be applied at a new level: that of the individual, small organization, and small community.
- 6 "Community, Freedom, and the Future Options Project" - Clark Wilson informally examines communities' choice-making mechanisms and their relation to The Institute's techniques.
- 8 "What Makes People T.I.C.?" - George Freeze proposes one possible form an Institute-sponsored community could take.
- 9 "Report on the Century 3 Communities Program" - The program's coordinator, Arthur Gingrande Jr., relates directions and developments in The Institute's major ongoing activity.
- 10 "The Media Future Options Project" - Fred D'Ignazio speaks of present events and future plans in The Institute's pilot community goal-setting project in Media, Pennsylvania.
- 11 "Feedback" - *Proteus* asks for your comments, feelings, and ideas about this issue.

Copyright 1973, The Institute

puter science, linguistics, human relations, psychology, sociology, philosophy, urban studies, law, architecture, anthropology, and many others; we would like to know how innovations, tools and techniques of these various disciplines are, will, and may make a difference in shaping and enriching our futures.

The theme of the first issue of *Proteus* is the community and the future. Three articles explore what problems and potentials lie before forward-looking communities: Fred D'Ignazio analyzes information technology, which he considers to be the major tool for communities interested in shaping their futures; Clark Wilson (this publication's design and managing editor) delves into the problem of choice and how Future Options Projects lend themselves to resolving the twin spectres of over- and under-choice for the community; George Freeze gives us a brief look at a model for a community of the future - CORCOM. In addition, you will also find a report on the progress of the Media Future Options Project, the first community-level testing of The Institute's futurist methods. The results to date are most gratifying in respect to both Media's reaction and the F.O.P.'s work. A status report on Century 3 Communities Program by Arthur Gingrande Jr., the program coordinator, gives us a glimpse of just how fast things are moving in The Institute's biggest undertaking to date.

The community is a vitally important entity in the world of human interaction. At one time a community was understood to mean a grouping of families who lived in close proximity to one another and were to a large extent mutually interdependent. There is one more important qualification which I will add in a moment. With just the above definition to work from, it is not difficult to speculate that the scope of community in modern times has merely enlarged; because of innovations in communications, transportation, and industry, families need not live in the same locale to be interdependent. In fact, one may say that entire nations are now one or several large communities, and that there is an emerging community of nations. But here we must add the last qualification to community: the families of the original definition were usually in a face-to-face relation. This primary relation has not been expanded or augmented, it appears to be diminished.

More and more people respond to each other by means of role-specified behavior rather than by responding to the whole person before them. Not only is violence done to the other's self, but to one's own self by denying one's spontaneity, uniqueness, all aspects in fact, but that of the role of the moment. While much is gained in expediency, much is lost in respect to integrated personality, interpersonal trust (is this or your role speaking?), and eventually true community.

The ever-increasing destruction of primary relations in the face of standardized behavior threatens the fabric of all social organization. These interpersonal relations are the basic level upon which all the levels of group interaction and larger social systems are founded. Increasingly, people are finding themselves in groups which are created by outside forces, impersonal groups which lack internal cohesiveness and commitment to and by whole persons instead of roles. One of the strengths of The Institute's Future Options Projects is the opportunity for people to meet outside their preestablished roles in order to discuss, plan and implement both their own and their communities' futures. The F.O.P. is not just a future-building operation - it is a method for enhancing the community here and now.

One of the root meanings of the word community is likeness or similarity. While we are all individuals, we are each a unique expression of an underlying whole, at the very least, on the species level. Sharing information tends to balance somewhat the overwhelming weight of our individual viewpoints. By means of rapid data processing and information technology in general, individuals within communities can increasingly operate from the same information base. Decisions can be made from a much broader base of knowledge concerning vital aspects of the entire community instead of the more limited, partially isolated, and at worst, vested interest process so prevalent in the past. Information technology, if used properly, is an avenue to freedom for the individual and the community.

As rapid and continuous changes pervade society at an accelerating pace, we will find the circle of warmth created by participation in a true community life to be most precious indeed. However, as the saying goes, it doesn't just happen, you have to work for it. Help us work

for community in the present and the future, for culture which values community and primary relations. Give your attention to the ideas and problems raised in these pages and then take the time to work out your own thoughts and criticisms. Please let us know and let us publish the results.

[Please address newsletter correspondence to:

Jon Schwartz (Editor)
1030 Roanoke, Apt. 2-6
Bend, OR 97701]

Neither this editorial nor this newsletter/journal is intended to fully explain all the facets of The Institute. There is much material in print which performs that service and much more in the form of Institute publications. We are presently moving from a format of individual articles to one of three or four collections of papers, in order to make their publication economically feasible and in order to provide a body of unifying and contextual material to tie the individual pieces together.

The actual editing and printing is scheduled to be done over the next four months. You can influence the order and form of these productions by sending back the feedback questionnaire at the back of this issue, which includes questions about this topic.

Presently, four volumes of 50-100 pages each are envisioned. Each volume will center on a single topic:

The Institute Process will include papers outlining the general form and techniques of The Institute's "Future Options Project" and its larger "Century Three Program."

The Preliminary Report to the Media Borough Planning Commission is the first actual Future Options Project proposal, submitted in March 1973. Included are several informal, general descriptions of the F.O.P. concept, as well as a detailed blueprint of the early stages of the Media Project.

The Institute Idea will contain Institute papers treating the intellectual framework of the group.

The topics covered include both the basic aims of The Institute and more general ideas, such as the concept of the future or the phenomenon called Haight Ashbury.

The Early Institute will contain the papers produced by The Institute during its first year. They all concern The Institute, its aims, and its future forms.

APPLIED

FUTURISM:

INFORMATION TECHNOLOGY

S. Frederick D'Ignazio

Introduction

The primary goal of The Institute is to help people better shape and control their future. The primary means to this goal is through the successful management of change and complexity in everyday life. The chief tool to implement the means is information technology. For the technology to be utilized, The Institute must educate and train people and communities to recognize the *feasibility* of the goal, the *importance* of the means and the *usefulness* of the tool.

The Goal

In recent years a combined area of study and perspective called futurism has appeared on the world scene. This intellectual movement was spawned by the successful application of World War II tools such as the computer, and techniques

such as systems design, to the solution of complex problems and situations. With new methods and equipment mammoth military operations were carried out with unprecedented efficiency. As a result, many people inside and outside government became convinced that through the same means many of the complicated peacetime functions of society like traffic control, economic development, and social welfare could be managed more efficiently. These people, largely policy makers, engineers, and scientists, felt that the sophisticated methods and equipment would allow policy makers more control of larger segments of society's activities.

With the prospect and often the reality of greater control has come the assumption of greater predictability. It is a relatively short leap to futures research and the discipline of futurism in general. In fact, many renowned futurists including R. Buckminster Fuller, John McHale and Dennis Gabor feel that our control of society has now reached a point where we can realistically speak of "inventing" the future. They argue that with the enormous technological resources now at our disposal, futures can be designed and implemented according to our desire, that a wealth of alternative futures lies ahead, and that we are responsible for the future that is actualized.

This rationale falls into the mainstream of U.S. culture, particularly the Protestant work ethic, scientific progressivism, and technological optimism. It assumes free will and laissez faire, values individual freedom, egalitarianism and secular materialism.

The Means

The influence of futurism and its related disciplines has grown considerably over the last 30 years. Its products, in the form of many social and physical technologies, are in widespread use. Lasers, Skylab, computerized traffic control, and some of today's cybernetic corporations are in part a result of the systematic application of futurism's related methods. On the other hand, while the influence of futurism and futurists has never been greater, the spread of their skills and attitude has been minimal. In spite of its growth and its shared dominant values, futurism has done little to counteract the wave of despair, alienation, cynicism, and disillusionment that has been building up in this country over the last quarter cen-

tury. The causes are many-faceted, but at heart are two key ingredients: the speed of change and the spiralling complexity of everyday living. While it is true that futurism has dealt with these forces at one level - the level of large corporations, universities, and federal agencies - until now it has not penetrated to the level of neighborhood, community, and the average person. As a result, most people benefiting from the high-level products of futurism still have little mastery over the future of their own everyday lives.

Individuals, small organizations, and communities increasingly suffer from future shock, that shattering experience Toffler speaks of occurring when too much change happens too quickly. It is becoming more and more difficult for the average citizen to take into account all the important factors in making decisions crucial to his/her future. As a result we are often less able to accurately predict the outcome of our decisions and are less in command of our futures. After we have found that the future is harder to control, we become more cynical about it and more inclined to believe it is not within our power to have much influence over the future. This attitude gives way to feelings of helplessness and resignation - to well publicized apathy and passivity that characterize our age. Such attitudes need not prevail. Many of the tools that futurists employ can be translated, modified, or rebuilt to increase their usefulness and accessibility to the general public. These include such powerful entities as the scientific method, computers, and systems analysis. In order to increase their appeal and intelligibility they must be offered as part of an educational package that will illuminate the benefits and limitations of the futurist approach while tailoring it to the user's needs on a case-by-case basis. The educational package will be designed to help the consumer make use of relevant knowledge to reach a decision regarding a particular method or piece of hardware.

The Tool

Information technology is the chief tool of The Institute in its efforts to train people to better manage complexity and change. Until the present, this technology has been the explicit domain of computer scientists, engineers, and librarians. However, astute information managers are found in all areas of society, including politics, real estate,

high finance, and publishing. Up to now, advanced automated data processing technologies were available only to an elite few because of their high cost and technical nature. Individuals are just now entering an era where they can link up with a third or fourth generation computer by leasing or buying a computer terminal and then purchasing computer time through one of many computer service bureaus around the U.S. on a time-sharing basis. There are new minicomputers from \$5000 to \$40,000 which can be purchased outright. Along with the many many canned programs available, businesses and institutions can automate their inventory, payroll, and sales records, and can perform complex cash and market forecasts. With the same equipment, communities can take advantage of planning and budgetary control techniques developed by the federal government and large corporations. Some examples are PERT (Program Evaluation and Review Technique), PPBS (Program Planning and Budgeting System), linear programming, cost-benefit analysis, and computer simulation in order to scrutinize contractor's proposals, zoning and ordinance changes, and social and physical services such as health, water, and education.

This fall the MITRE Corporation of McLean, Virginia, will link 3500 cable-TV serviced homes in Reston, Virginia, with a NOVA computer. Programs will be available for home education, doctor's appointments, a community bulletin board, want ads, job listings, general business purposes, auctions, income tax advice, and so on. Computer time will cost only a penny a minute - 60¢ an hour! In one to five years computer-linked cable TV will be able to provide services such as instant referendums, electronic town meetings, town-wide conferences and planning sessions, up-to-date service and product directories with a detailed list of prices and foods at local restaurants, clothes in stock at local men's stores, school menus, bus schedules, and many others, almost instantaneously and at an attractively low cost.

Education to Start the Ball Rolling

In Media, Pennsylvania, the site of The Institute's pilot Future Options Project, we have been hard at work trying to convince local townspeople that it is feasible for them to shape and control their future, that to do this, it is important to learn to manage change and complexity, and that their most useful tool towards these ends is information technology.

(to page 6)

=====

Educational Techniques used by The Institute in Media, Pa.

Videotape recording was used on two occasions. It was used successfully at a town meeting called by The Institute on the theme "Is there a Christmas in Media's Future?" The meeting was held on Dec. 26, 1972, and attracted many Media residents, town officials and business people. Discussion began with a statement prepared by a local businesswoman and ranged over Media's current problems, its qualities, and its future alternatives. The entire 2-hour meeting was taped and played on twin Sony TV sets at the annual meeting of the American Association for the Advancement of Science in Washington, D.C. in late December.

Mini-Referendums were used on two occasions. In all, 52 local residents - mostly business and professional people - took part in The Institute's six-page mini-referendums. Townspeople gave their views on various depicted futures including Media degenerating into a ghetto, a future in which Media was demolished and a totally new, planned community built in its place. Townspeople were encouraged to speculate on the "greatest threat to Media over the next 50 years," and on the way they would like Media to look some 50 years from now. Three quarters of the participants thought that Media's citizens have no commonly agreed-upon goals, while over 90% felt a goal-setting "future options" project would be valuable for Media.

Teaching was begun in early June at the Media-Rose Tree Elementary School with the aid and support of the school's art teacher Dorothy Williams. Arthur Gingrande, Coordinator of The Institute's Century 3 Program and a former school teacher, taught two sixth grade art classes, and was able to get 40 students to draw pictures of the way they thought Media would look over the next half century; these include "Media in 1990," a pollution scenario of Media in the year 2000, and futuristic homes and transportation systems. The Institute is awarding a "Century 3 Future Citizen" certificate to each child who finished a drawing. The finished drawings were displayed at the Media library and at a sidewalk art exhibit, a project to raise money for the Media Future Options Project and to familiarize local citizens with The Institute's work in Media.

=====

(from page 5)

The key word in our efforts to convince Media's citizens of the merit of our approach is education. We have found that only through education will we be able to introduce The Institute's futuristic methods and equipment in a manner which will appear at once relevant and non-threatening. In its work in Media The Institute has used three educational techniques: videotape recording, a Delphi-like "Mini-Referendum," and teaching - in an elementary school. A summary of these techniques can be seen on page 5.

Conclusion

The skills and attitudes associated with futurism can be used by individuals, small organizations and communities to gain control over their futures. However, up until this point futurism itself has not penetrated to these levels of society. Through its programs The Institute will work to increase this penetration, primarily by demonstrating the practical utility of the futurist approach in answering people's everyday needs, and by enabling people to build themselves a tomorrow which far outshines today.

THE INSTITUTE

The Institute was founded in August 1971. It is a non-profit educational, scientific, and literary organization which is presently taking steps to incorporate and to get non-profit tax status. The Institute has thirty dues-paying members and over forty "volunteer consultants" in a variety of disciplines.

The goal of The Institute is to help individuals, groups, and societies cope with change, so that they can direct their growth into "better" futures, as they may define them. It hopes to do this by creating in the minds of these groups and individuals an awareness and knowledge of change and its effects on them; by actively examining moral beliefs, social mores, and intellectual structures in terms of change, stability, and the quality of human life; and by developing practical techniques for bettering that quality through or in spite of change by selectively drawing from and synthesizing parts of all disciplines, eras, and cultures of humankind.

Community, Freedom,

and the Future Options Project

by Clark H. Wilson

Deep in a coma, a human being in the final stages of a terminal disease has no freedom. He has lost even the choice of the time and manner of his death. We can imagine another extreme - a being whose very form is undefined, a being created instantly with a limitless body of information available to it, towards which it has no prejudices, emotions, or other inborn predilections. This being's life might be the epitome of free choice because it would have no pre-set limits on its physical, mental, or emotional structure. However, as soon as the being made even one choice, it would have limited itself by that choice and would no longer be perfectly free. Freedom to choose is freedom to limit. If it could not choose what goal would be worth the loss of this perfect freedom, or if it were not motivated toward choice, its life could instead be a travesty of freedom: choice forestalled by the variety and freedom of choice available.

Communities face the problems of choice made extreme in the above examples. Their freedom of choice may be abridged by outside circumstance and internal structure; attempts they may make at conscious choice may flounder in a plethora of alternatives. The mechanisms by which communities resolve problems of choice are many and diffuse, but the explicit methods by which the community as a unit reaches decisions are usually called the political system. Let us examine the problems involved in reaching these decisions.

First, community consciousness of a

problem or a need for a decision is made up of a multitude of individual consciousnesses which may vary not only in their relation to the problem at hand, but also in relation to the community itself. For instance, residents may individually liquidate their own stake in a dying community rather than choose to face the issue as a unit. Awareness of a problem may arise only in one portion of the group and other factions may not see the difficulties as influencing them directly.

Second, the usually continuous process of community life means that communities are not often presented with universally visible, immediate, "either/or" decisions. Death for a community often means not the immediate end of existence of the social unit itself, but rather a radical change in its qualities over a period of years. Likewise, difficulties capable of causing fundamental change in a community do not often spring suddenly into being; neither is their long process of growth into major problems under close, continual scrutiny.

So it is seen that because of the diversity of membership and the continuous nature of the development of community problems, it is easy for a community to miss its chance for conscious choice, and to lose its freedom of action. In addition, when possible courses for the community's future are considered, either in answer to specific crises or on an anticipatory, preventive basis, there is likely to be a wide variety of futures evoked. Over a long period of time the scope of such variety increases further, because the farther we think into the future, the more sweeping our visions tend to become.

Successful communities have developed techniques to cope with these two major facets of choice. There are innumerable examples of consensus-building and consensus-maintaining mechanisms used by different human societies. These include socialization methods like Western elementary schools and African secret societies, and decision-making groups such as conglomerate political parties and town meetings. Likewise, successful communities have developed ways for information on factors influencing the community's life to be first noted in the social environment and then circulated among designated decision-makers and the general public. Incognito trips by the king, conversations at the general store, and gossip with the mailman are examples of informal community information systems.

Communities in the United States in this generation are having their long-established mechanisms of survival challenged by the increasingly rapid and fundamental nature of social and technological change. Population mobility on both daily and long-term levels means that members of a community may not see themselves in that light: where they work or where they lived previously may have greater call on their loyalty and concern. The economic underpinnings and the transportation system of a town are liable to quick, basic change as decisions by Washington agencies, Arab oil princes, and multinational corporations affect the town's potential and substructure. At the same time, the information available both on the community and its environment has been increasing and changing such that the traditional information mechanisms can handle neither the volume nor the specialized nature of this vital knowledge.

The Institute has designed its Future Options Project to supplement the traditional community survival mechanisms in the areas of consensus-building and information availability and flow. The initial future-centered goal-setting process and the yearly futures referendum should reduce the plethora of choices open to a community to a manageable, yet comprehensive, visible, and realistic few which will be constantly reviewed. (The F.O.P. model is described in more detail on page 10 of this issue.)

The Early Warning Council is another consensus-building mechanism. It provides a forum for the airing of future-centered ideas stemming from a cross section of community residents. The council will serve as a prime information conduit and researcher. Supplementing this function is the Information Utility, both a storehouse of salient information and a method by which the community may be more quickly and clearly apprised of stored and/or new information. Through the Utility various sectors of the community, including the decision-makers, may communicate with one another.

The Future Options Project as a model, and the Century 3 Program as an actual activity are designed to help communities avoid the perils of either the unconscious death of limited choice or the paralysis of overchoice. To do this, they extend techniques of consensus building and information use that successful communities have always relied upon, bringing them into line with the present realities of ongoing rapid and fundamental change.

What Makes People T.I.C.?

by George Freeze

What is it?

Strange way to spell "tick"? Not really, it's spelled T.I.C., for people are The Institute Community. The Institute Community is an attempt at future culture achievement. It is and always will be a community for those people who show a concern for the future - their own, their children's, and the larger society's. To be a success, the people of T.I.C. must have the ability to live and think at a sociological and cultural level of awareness. Future awareness is only relevant if future culture is achieved. What follows is one member's tentative vision of one way The Institute might serve as a framework for achieving future culture.

The Institute Community helps make up the triangular structure of The Institute. The three sides are the Idea, the Organization, and the Community. To understand its purpose, the three sides or aspects of The Institute must be realized as a whole. They together make a working organization; separated, they are ineffective and cannot be wholly comprehended.

How does it work?

What makes The Institute Community work will be the success of its two-pronged approach: 1) Structural - future cultural achievement, and 2) Philosophical - future awareness through relying on the idea and the organization. Together they provide for the totality of the community.

The worldwide Institute Community will be made up of many core communities which will provide a means whereby the structural approach will be realized. Each core will be an attempt at experimental living. The communities will provide an opportunity for total interaction to be attempted and studied.

Reshaping of values via culture achievement will be the spearhead of The Institute studies. All findings will be incorporated into the growing body of information to be used in programming the Information Utility, a concept used in the Future Options Projects. One method suggested so far is to interject specific situational occurrences into the daily lives of core members and later have both researchers and core members examine together the results. This would facilitate the operation of positive feedback.

It is hoped that a large number of people living in core communities will be working for The Institute. By creating the reality of the Idea and by forming the organization of The Institute, people will be fulfilling the philosophical approach and raising their future awareness.

The two approaches are relevant and vital to The Institute's attempt to make a success of Century 3. People who have reshaped their ideas and values must have attained a comparable physical or material culture which will be achieved through The Institute Communities.

What will it look like?

The worldwide community will be diverse and non-structured. The core communities will be structured and specific. They will be a living community experience, and all plans for the cores will be explicit to insure that this is the case.

The first core community will be started where the now existing base for The Institute is. The core will be situated on a 400-acre plot which will allow a little over three acres per family and structure. Recommendations will be made to the effect that core communities started across the country follow a similar division of area. Dome housing has been suggested because of its low cost and ecological/environmental adaptability. When the community is finished it will be known as COR-COM I. The planning phase is to begin this fall; a maximum of 120 structures could be built by 1976 on the basis of five domes built per month.

Responsibilities

Each core will be a residential community where interaction and experimental elements will be studied and recorded. Weekly COR-COM meetings will

be attended by representatives from each family. All important issues affecting the community will be decided upon by the Board of Directors through discussions with the representatives. The Board of Directors will report to The Institute on their actions. Any issues affecting a specific family will be decided upon by that family without pressure from the Board.

Each dome will be leased to a family, couple, or single person by The Institute. They are then responsible to the Board of Directors of the core. If, in the eyes of the Board, particular core members do something that has a detrimental effect upon the community, they will be asked to leave. The lease will run for a year, entitling the members to leave the core after a reasonably long period of exposure and adjustment to an attempt at future culture achievement.

Why have a COR-COM?

As people begin to change their ideals and attitudes through the widening of future awareness, they will find that the culture in which they have been living and the values that stem from that culture are no longer entirely applicable, or satisfying. They will find that only through the achievement of a future culture and the values that will derive from that culture, will civilization and the planet they live on be able to continue. Also these people will find the strong attraction for others who share their cultural, environmental and philosophical desires and goals. COR-COM is the model whereby all of this will begin to come together.

Column Proposal

(Special Feedback item: see page 11, # 9.)

I propose initially to discuss and review several computer games and simulations (e.g., Abelson's simulation of community fluoridation referendums and *City 1*, an urban planning game), with the ultimate goal of making this feature act as the focal point for Institute development of games and simulations to be used in its community goal-setting projects.

Craig Decker

REPORT

on the Century 3 Communities Program

by Arthur Gingrande Jr.,
Coordinator of the
Century 3 Program

As some of you already know, the *Century 3 Communities Program* is an effort to develop techniques in 13 pilot communities across the United States which will give these communities the technical and cultural tools to set comprehensive and realistic goals for themselves and chart out the courses of action which will enable them to attain such goals. *The Media Future Options Project* (see page 10), begun in November 1972 in Media, a small town in southeastern Pennsylvania, is the first goal-setting project of the Century 3 Communities program.

The following is a summary of the developments in the Century 3 Communities Program:

→In March 1973, THE INSTITUTE made a presentation to the American Bicentennial Commission and received their enthusiastic support and suggestions for sources of funding.

→In May 1973, THE INSTITUTE was informed by Shirley Patterson, Program Director for the ARBC, that the Century 3 Program is an approved model of the ARBC's "Call for Achievement" program.

→On March 13, 1973, THE INSTITUTE made a presentation to the Media Borough Planning Commission and submitted an 85-page Preliminary Report on the Media Future Options Project. THE INSTITUTE will make a presentation to the Media Borough Council later this year for Phase Two funding of the Project.

→In May 1973, THE INSTITUTE received a tacit commitment from Univac for free time-sharing, software facilities and

support personnel with regard to the computerized Information Utility and data net which is an integral part of the Century 3 Program.

- THE INSTITUTE has made important contacts in the Washington, D.C., area and has obtained high-quality "volunteer consultants," including a systems analyst from the Executive Office of the President (Office of Emergency Preparedness), a policy analyst from the Office of Telecommunications, and the president of a computer software firm.
- THE INSTITUTE is presently conducting a large publicity campaign in conjunction with the Media Civic Forum to gain grassroots support for the Media Future Options Project. Local schools have spent classroom time on the campaign, and prominent local businessmen, including the chairman of the Borough Planning Commission, have pledged cash totalling over \$1000 towards sponsorship of the project. As a result, the Delaware County Bicentennial Commission has requested information on the Century 3 Program and asked THE INSTITUTE to make them a presentation.
- THE INSTITUTE has obtained a "firm commitment" from the National Science Foundation (NSF) in Washington, D.C. for \$25,000 in matching funds to aid the development of the Century 3 Program. To raise the initial \$25,000 needed to take advantage of NSF's offer, THE INSTITUTE has made contact with the Charles F. Kettering Foundation, representatives of John D. Rockefeller III, and the Markle Foundation in New York City.
- Ed Cornish, President of the World Future Society and editor of the Society's magazine *The Futurist*, has informed THE INSTITUTE in a letter of support for Century 3 that he plans to do an article on the Century 3 Program in an upcoming issue of *The Futurist*.
- Efforts to build a "talent bank" for Century 3 have met with great success. Thirty-four professionals have submitted their resumé's and have agreed to act as consultants to the program.
- The Bend Future Options Team from Bend, Oregon, recently sent its declaration of support for Century 3 to THE INSTITUTE's headquarters at Rock Hall. Bend may soon become the second Century 3 community.

Any suggestions or comments concerning the Century 3 Program are invited. I will keep you posted on further developments.

THE MEDIA FUTURE OPTIONS PROJECT

by S. Frederick D'Ignazio III

Introduction: The Media Future Options Project is the pilot goal-setting project of The Institute's Century 3 Communities Program. The project was begun in November 1972 and will run through December 1976. It has been designed to introduce an adequate future options evaluation and goal-setting procedure into Media, a small town in southeastern Pennsylvania near Philadelphia. Its enabling objectives include the creation of a community early warning system and a community training program in management techniques. By December 1976 Media will have the means and the motivation to continue setting and implementing goals on its own.

Phase One - Project Initiation: Phase One of the MFOP took place between November 1972 and March 1973. It consisted of a series of town meetings and newspaper and radio interviews which Institute consultants used to introduce Media residents and business people to The Institute's goal-setting approach. Townspeople played Institute-designed games set in the years 1981 and 2000 and made budgetary and planning decisions affecting the simulated future of the community. A town meeting on the subject of Media's future was videotaped and played during the annual meeting of the American Association for the Advancement of Science in December 1972. Mini-referenda were held to introduce townspeople to systems thinking and to enable them to visualize some of the alternative futures available to Media. Finally, an 85-page *Preliminary Report* was submitted to the Planning Commission and a presentation made for Phase Two funding on March 13, 1973.

In the Interim: The Media Borough Planning Commission voted not to recommend the project to Borough Council so in June 1973 The Institute launched a major effort to build grass roots project support. This effort was successful. Thirty-five businesses are now financial sponsors of the project. Support has been pledged from all corners of the community.

(to page 12)

FEEDBACK

We of The Institute are trying to build an open organization: open to new members, to different ideas (old or new), and especially open to responses to its efforts. Therefore this publication was not conceived as a unilateral, us-to-you, one-time action, but rather as a multilateral, continuing process. To try to implement this openness and reciprocity we have several times asked for contributions and comments from the readers; in addition we include this formatted section of questions so that we can get answers on specific topics of extra importance to us. Of course, the more people who answer this questionnaire, the more information we will be able to mine from the results. Those who are receiving complimentary copies of this newsletter can insure their receiving the next issue by sending us a filled-out feedback questionnaire (below) and their address label (together, or separately if anonymity is desired).

Please answer the questions by putting a one-digit number from the indicated ranges in the proper blank on the form below. You will help us a great deal by answering all of the questions rather than only part.

Rate the following features on a scale of 1 (poor) to 9 (excellent):

1. A Niche in Time
2. Applied Futurism: Information Technology
3. Community, Freedom, and the Future

Options Project

4. What Makes People T.I.C.?
5. Report on the Century 3 Program
6. Media Future Options Project
7. The overall format of the issue
8. The issue as a whole.

Rate the following proposed features on a scale of 1 (not at all interested) to 9 (very interested).

9. A simulation and gaming series (see p.9).
10. Short bibliographies on a variety of topics, with comments.
11. "Intellectual Marketplace" - short, free classifieds seeking research references, sources, or companions-in-study of topics germane to The Institute's goals.
12. "Studies in Definition" - a series of short articles, each defining a certain important term or concept (e.g., future, choice, institute) conceptually and historically.
13. "Plus ça change . . ." - a series of articles with a historical and anthropological focus on ways past and present, Western and non-Western societies have tried to cope with social and technological change. This feature could initially focus on 18th-century America, in support of The Institute's bicentennial programs.

(With apologies to Strategy & Tactics magazine.)

Editor: Jon Schwartz

Managing & Design Editor: Clark H. Wilson

Circulation Manager: Janet Letts-D'Ignazio

Any part of this issue returned to us, up to and including the entire thing, will be either re-used or recycled by us. Use the prepaid envelope.

FEEDBACK RESPONSE

- 1.____ 2.____ 3.____
4.____ 5.____ 6.____
7.____ 8.____ 9.____
10.____ 11.____ 12.____
13.____

The part of The Institute Reader I would like to see published first (see p. 3) is _____.

MEMBERSHIP IN THE INSTITUTE

The basic goals of The Institute have been briefly described on page 6. The benefits of membership are legion:

- immediate status as a volunteer consultant, with first options on paid consulting connected with Institute projects;
- a copy of The Institute's charter and by-laws;
- a one-year subscription to Proteus;
- copies of Institute publications (such as those mentioned on p. 3) at materials cost (2-3¢ per page);
- use of The Institute's library and other facilities at Rock Hall Farm;
- voting rights;
- a chance to put your talents to immediate and beneficial use.

I wish to:

- [] learn more about The Institute. Please send me more detailed information.
- [] subscribe to Proteus without becoming a member. I enclose \$10.00 to cover printing and postage costs.
- [] join The Institute. I enclose \$10.00 to cover printing, mailing, and registration costs.

(Please indicate your correct name and address on the reverse side of this blank.)

Special areas of expertise: _____

(from page 10)

Phase Two - Future Options Evaluation: Fifteen hundred dollars has been raised to date. Further funding is being sought through the sale of future "bonds" to Media residents and businesses. An "Action Study" will be run in Media from October 1973 through September 1974. The purpose of the Action Study will be 1) to encourage more community participation in the Future Options Project; 2) to begin testing certain Institute methods (including management training and the Early Warning System); and 3) to determine and evaluate various future alternatives open to the Media community. (The Institute's Community Early Warning System is composed of an information utility, a citizen's early warning council and an annual "future options" referendum. For more information see the forthcoming *Institute Process*, noted on page 3.)

Phase Three - Goal Formation: Phase Three will run from October through December 1974. At that time tentative community goals will be invented or refined, based on information derived from the Action Study, the Early Warning System, and local planning bodies. Institute training and implementation of the Early Warning System continues through Phase Three.

Phase Four - Goal Testing: Phase Four will run from January through April 1975. Goals created and developed during earlier phases of the project will be rigorously scrutinized by local citizens and evaluated according to the latest cost-benefit techniques. Specific enabling objectives and various short-term or "guide-post" goals will be studied and examined for their usefulness in

the light of long-term goals.

Phase Five - Goal Consolidation: Phase Five will run between May and December 1975. The wide array of goals which have been examined and evaluated in Phase Four will be narrowed down and consolidated into clusters that will emerge as separate "alternative futures" for the Media community.

Phase Six - Goal Preference: Phase Six will take place between January and December 1976. On the Fourth of July 1976, the Media community will go to the polls and choose an alternative future or cluster of goals it would like most to work for. The results of the Bicentennial Referendum will be a deep-seated consensus around practical, attainable goals. The Institute will then conduct a thorough evaluation of the MFOP from August through December 1976, ending with a *Final Report*. At that point, Media will have the expertise, the institutions, and the motivation to sustain the goal-setting process initiated by The Institute. Consequently, The Institute will have effectively phased itself out.

Conclusion: The MFOP is an effort to demonstrate the utility of an anticipatory perspective for community decision concerning the management of change and the future. It will be a systematic effort to transmit the latest cost-effective social, communications, and automated data processing technologies to a small group of people for their use and personal benefit. To paraphrase Abraham Lincoln, it will be an attempt to learn "whither we are tending and why, so we can better know what to do today and how to do it."



rock hall, box 174, dickerson, md. 20753

BULK RATE
U.S. POSTAGE
PAID

Washington, D.C.
Permit No. 45326